

DECISION-MAKER:	COUNCIL		
SUBJECT:	EXECUTIVE BUSINESS		
DATE OF DECISION:	19 MARCH 2014		
REPORT OF:	LEADER OF THE COUNCIL		
<u>CONTACT DETAILS</u>			
AUTHOR:	Name:	Suki Sitaram	Tel: 023 8083 2060
	E-mail:	suki.sitaram@southampton.gov.uk	
STATEMENT OF CONFIDENTIALITY			
None			

BRIEF SUMMARY

This report outlines Executive Business conducted since the last Council meeting on 20th November 2013.

RECOMMENDATIONS:

- (i) That the report be noted.

REASONS FOR REPORT RECOMMENDATIONS

1. This report is presented in accordance with Part 4 of the Council's Constitution.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2. Not applicable.

DETAIL (Including consultation carried out)

INTRODUCTION

3. This report highlights the contribution of different Portfolios towards the council's priorities since the last council meeting on 20th November 2013.
4. I am sure you will agree that the launch of the City's Fiftieth Anniversary celebrations on 24th February 2014 by the Mayor was impressive. This included an invitation from the Mayor for every school in the city to send 2 pupils and one teacher to collect a commemorative gift, display of the Royal Charter, a Mayoral Service at St Mary's Church and a reception at City College. We will ensure the council actively contributes to the year long celebrations. This will include funding pin badges for all primary school children and our pledge to set up a People's Panel. We are part of the task and finish group set up by Southampton Connect which includes representatives from Southampton Solent University, Daily Echo, Business South and the City College. A number of events have agreed to carry the 50th anniversary logo, which was developed by the council's design team.

5. We are also thrilled that our bid was successful and that we will be welcoming the Queen's Baton in this, our 50th year of city status. We are working with Cunard, Active Nation and Solent University and I know that the city is going to really get behind Team England during the Commonwealth Games.
6. We are share in the excitement of the proposals for the long awaited Royal Pier Waterfront development which will further enhance our city's reputation as a first-class destination to live, work and visit.
7. Southampton is the second highest ranking city in England for 'good growth' – this is official, based on the "Good Growth Index 2013", beaten only by Reading/ Bracknell. This Index compares how 39 UK and above average cities for 'good growth' perform well on the job, income and skills measures in the report. Southampton showed the most improvement of any other city, between 2012 and 2013, featuring fourth overall within the UK (Aberdeen and Edinburgh ranked second and third) this year. This is a rise of 10 ranking places since the 2012 survey, demonstrating the city's commitment to growth and economic development opportunities. We are ensuring that we capitalise on this by being actively involved in the region's developing Strategic Economic Plan to access the Single Local Growth Fund. This will help us to drive the key developments in the city, particularly Royal Pier, and continue the critical work on waste transformation and estate regeneration.
8. However, we are all committed to ensuring that the city's economic growth potential benefits all residents and skills and employment agenda is key to this. Southampton City Council is leading the way on the skills agenda and we have got ambitious plans for the future of our city. Therefore it is vital that we have a skilled workforce to help us and our development partners realise them. We will continue to prioritise this as it forms the critical element for fairness, social and economic inclusion for our residents. It will also help the council to manage demand for services in future years if more people can be paid work and not be dependent on the council and other agencies for high cost services.
9. We continue to be recognised for the excellent work we do and since the last report I am delighted that we have been recognised for:
 - Our outstanding commitment to construction recruitment and training at the second annual National Skills Academy for Construction Awards, picking up the top accolade for our approach that brings together all partners involved in construction projects to address skills needs and co-ordinate training delivery. The judges said our approach shows true innovation and the city was described as a clear leader among local authorities in delivering the employment and skills agenda, both regionally and nationally, having supported the original introduction of the framework.
 - 'My Journey' which scooped prizes in two categories at the Chartered Institute of Public Relations (CIPR) PRide Awards ceremony (Wessex and Channel Islands region), Silver for My Journey Brand Awareness

Campaign in Best Public Sector Campaign category and for the Outstanding Young Communicator of the Year category.

- We also scooped up GovDelivery's Excellence in Digital Communication Award which officially recognised our impressive communications work through the use of Stay Connected. We have been praised for our tremendous achievements so far in using digital communications to proactively reach residents and customers, keeping them informed of council services and supporting channel shift and Digital by Default initiatives. Building on the success of this work will be an essential ingredient in our channel shift ambitions to make it easy for our residents to use digital communications as their first preference.
- Following an annual review external assessment for the Hospitality Assured (Business Excellence) Accreditation Award, the accreditation for our City Catering service has been extended. The assessor highlighted the many areas of innovation and service development that have been achieved over the past year as well as noting the quality of training and teamwork throughout the service.

10. LGA Peer Review Action Plan update

- Cabinet and CMT regularly review the agreed Action Plan. Since my last report the LGA have facilitated top team building sessions and a follow up session is being organised in June 2014. We have taken up the LGA offer on specific expertise in HR, communications, performance management and decision making. This has contributed to the approval of HR transformation projects by the Transformation and Improvement Board as well as a review of HR policies.
- The Chief Executive and I have a regular programme of visits to staff teams and partners and not only have we learnt a great deal but we have also had very positive feedback following these visits.
- We are beginning to use Group Leaders meetings to have strategic discussions on long term issues and priorities.
- We are making progress in establishing a council-wide performance management approach and work is underway for the new performance framework to be used from April 2014 and to develop the right set of measures for the medium term, once the Council Plan is refreshed in July 2014. We have also taken the lead in reviewing and reducing the number of strategies, plans and policies we have and the number of groups we service and support – this is vital in a climate of austerity.
- We have agreed the council's Communications Strategy, Plan and Media Protocol, following discussion at Group Leaders.
- The LGA completed a Peer Challenge on community safety and youth offending which will help us to determine what we should prioritise as our contribution to improving community safety in the city.
- We are also taking the lead in organising the City Survey under the umbrella of Southampton Connect and expect to use this feedback in reviewing the Council Plan in July 2014.
- We are working with the Centre Public Scrutiny to significantly reduce bureaucracy and revise and simplify processes. I have already instructed officers to increase delegations and to empower officers and staff to take

- decisions at the appropriate levels without escalating them upwards.
 - We are continuing to have strategic discussions with key partners and we want these to consider how we can work together to reduce costs by jointly looking at opportunities, dependencies and demand management.
 - The Chief Executive is working on a Medium Term Financial Strategy to deliver the Council Plan, which will prioritise jobs, skills, early help, prevention and income generation, identify how we can make the savings and become sustainable. This will be underpinned by a single, council-wide, joined-up transformation programme.
11. We have been experiencing bad weather since before Christmas and while the city may not have been hit as badly as some of our neighbours, the impact has been significant for some residents and businesses. I want to pay tribute to the excellent work done by all council, Capita and Balfour Beatty staff who play a role in ensuring we respond effectively in the event of civil emergencies and ensure proactive action is taken to minimise the impact.

PROMOTING SOUTHAMPTON AND ATTRACTING INVESTMENT

12. The development agreement for Royal Pier was signed on 28 February 2014, between developers RPW (Southampton) Limited (a joint venture company owned by Morgan Sindall Investments Limited (“MSIL”) and funders Lucent Group (“Lucent”)), and landowners Southampton City Council, Associated British Ports and The Crown Estate. This is a major milestone towards the future development of the site. Royal Pier is one of Southampton City Council’s seven VIP Projects identified within the City Centre Master Plan. The project includes over 6,000 new jobs, over 500 homes, a hotel, and an enlarged Mayflower Park to provide a permanent home for Southampton International Boat show. The development, which will be developed over a number of years, will transform the waterfront and help to underpin the city’s future growth and prosperity.
13. I am delighted that we are one step further in our ambition to become a leading digital city with residents and visitors soon able to have free access to the internet in a range of locations. The five year contract with Arqiva to provide outdoor wireless connectivity to Southampton City Council comes at no cost to the council and will in fact provide a small income. There are a great many potential social and economic benefits to the city in providing such a service, and it aligns with our priority to promote Southampton and attract investment. The Arqiva Wi-Fi services will provide residents and users with unlimited, free access to online council services 24/7 as well as providing the first 30 minutes of use per day for free.
14. We have been ‘Highly Commended’ in the Innovative Small Business Friendly Project award by the Federation of Small Business. The awards programme specifically acknowledges local authority economic support and they have expressed their appreciation for the council’s continuing support for small businesses.
15. Work has begun on the first phase of the Station Quarter development and will develop the area surrounding the north entrance/exit of Southampton

Central Station. This phase will help us create a more welcoming arrival experience, enhancing the perception of our great city for our residents and visitors alike. The Station Quarter is one of Southampton City Council's seven City Centre Master Plan VIP Projects, designed to build a brighter future for the city both economically and socially. The planned developments are expected to:

- support local businesses
- lead to the creation of around 300 jobs
- better pedestrian links with the city centre
- improved taxi and bus management
- safe, green travel connections and
- a new flexible community events space.

16. At the Full Council meeting on 17th July 2013 Members considered a motion betting shops, pay-day-loan premises, cheap off-licenses and seeks to bar the opening of fast food outlets near schools. It was agreed to undertake a thorough review of our planning policies and report back in six months. At their meeting on 17th December 2013, Cabinet agreed a review of planning policies in order to minimize the harmful impact of these developments. It was also agreed to set up a cross-departmental group to allow a further six months to look into this. An update in this work will be reported to Cabinet in May/June 2014. This work will include:

- assessing all new planning applications for hot food takeaways within 500m of schools and, if there is considered to be an overriding health implication, then opening hours are restricted during lunch times.
- setting up of a cross departmental group to explore whether there are opportunities to influence the spread of betting shops, pay-day-loan premises, and the opening of fast food outlets near schools over the longer term and reports back to Cabinet within six months. Cheap off-licence sales will not be considered further as this is not a planning issue.
- report back to Cabinet will include consideration on whether an article 4 should be served to require planning permission for the conversion of pubs to any other use classes.

17. Cabinet approved the Arts and Heritage Collection Development Policy 2014-17. A Council approved acquisition and disposals policy is an essential requirement of the Arts Council Accreditation Scheme for museums. Without Accreditation, eligibility for funding for Southampton from the Arts Council, Heritage Lottery Fund and other lottery, trust and foundation grant giving sources would be significantly restricted. The Arts & Heritage Collection Development Policy will guide the work of the Arts and Heritage team over the next three years as it rationalises current holdings and adds new material to its collections that reflect the needs of a modern city. It will also provide enhanced public access to this important learning resource.

RAISING AMBITIONS AND IMPROVING OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

18. OFSTED confirmed that Richard Taunton Sixth Form College moved from 'satisfactory' in the last inspection to 'good' and with this result, all 3 colleges in the city are now rated good. In my last report I highlighted the continued improvement in the GCSE performance of the city's young people and it is reassuring to see that we are making progress throughout the educational journey.
19. The Children's Services Transformation programme has created a joint Multi Agency Safeguarding Hub (MASH) to manage all referrals, the creation of two Early Intervention Teams for 0-4 year olds and 5 – 19 year olds. MASH will be launched this month and will bring together staff from existing teams and services across children's social care, education, prevention and health. The approach aims to ensure that there is a comprehensive range of both universal and targeted services to support vulnerable children and families. This will promote good outcomes for children and families by embedding our own, and partners, services into an integrated, whole system early identification and intervention approach, that puts the child and family at the centre.
20. We are proposing that four schools (Thornhill Primary, Bitterne Park Primary, Mansbridge Primary and Bitterne Manor Primary) increase the number of children that they admit in September 2015. These changes are necessary to accommodate the huge increase in the number of children born and living in Southampton. We are also in discussion with Portswood Primary School about potentially increasing their numbers in 2015.
21. Southampton has been chosen as one of just twelve areas in the UK to receive Big Lottery Funding that could see up to £10 million invested into the mental wellbeing of the city's 10-14 year olds. The funding of £500,000 for Head Start is intended to help equip young people to deal better with difficult circumstances in their lives, so as to prevent them experiencing common mental health problems. A final plan will be approved by the Big Lottery in April 2014, with pilot projects expected to start in summer 2014.

IMPROVING HEALTH AND KEEPING PEOPLE SAFE

22. Redesigning and commissioning integrated health and social care services will improve quality and outcomes and result in more effective use of resources and cost avoidance and as a consequence release savings. Towards this end, following Cabinet agreement in the autumn, our new Integrated Commissioning Unit as now been established jointly with the Clinical Commissioning Group (CCG) within a single management structure. This is overseen by the Integrated Commissioning Board and accountability for commissioning decisions will be retained by the Cabinet and CCG Governing Body.

23. The CCG and the council have also made a first stage submission to the Department of Health's Better Care Fund to enable the NHS and local authorities to jointly commission health and social care services and drive development of integration locally. This funding will be available from 2015-16 and detailed plans to direct its use are being developed. A first stage submission, following extensive local stakeholder engagement, was made in February 2014 and this is currently being assessed by Ministers.
24. We agreed to enter into an agreement with the CCG to put in place a business case for Housing Provision for People with Learning Disabilities and Complex Needs, which is driven by the need to have local, person centred services delivered in the right place and at the right time. This unified approach across the two agencies will provide clarity for the housing market and ensure there is no competition for limited resources. It also sends a strong message to the residential care market that Southampton is actively promoting the supported living model for people with complex needs, where this is appropriate. The business case has four main aims to:
- provide locally based housing to support personalised approaches of care
 - improve the quality of life for those with complex needs (e.g. by reducing challenging behaviours and crisis/breakdowns)
 - improve support for informal carers, ensuring that individuals maintain natural networks around them and informal carers well being is supported
 - reduce dependency on health and social care services by provision of effective and efficient local service.
25. Cabinet approved the proposal for the council and the CCG to work together to re-commission the Adult Domiciliary Care framework across the City in 2014. The domiciliary care market within Southampton currently provides care for approximately 1,810 people in any given week. It accounts for a £18.07 million spend and there are currently up to 75 providers working in the city and delivering care packages. Due to its size and importance in terms of meeting service user needs and enabling the city to meet its strategic requirements, it is essential that domiciliary care provision achieves high standards of delivery, quality and value for money. Re-commissioning these services will help us to:
- achieve improved quality within domiciliary care services
 - ensure the best value available within the market
 - ensure services are able to respond to changing needs and demands.

HELPING INDIVIDUALS AND COMMUNITIES TO WORK TOGETHER AND HELP THEMSELVES

26. The council's application to the Our Place programme for initial funding of £3,000 from DCLG was successful. This was for support and funding for the Freemantle and Shirley area (Freemantle and Shirley netWORK project). Locality, in partnership with the Local Government Association and delivery associates such as the Community Development Foundation are running the

Our Place programme which is enabling 160 projects to apply for up to £30,000 at different stages to support the development of their communities. Our bid was jointly led by the Cabinet Members for Communities and for Health and Adult Social Care and prepared by a cross council and CCG team. Given the short timescales, a few community interest groups, including Park Life CIC and the Freemantle Community Centre were consulted and hope to be involved. The Freemantle and Shirley netWORK project aims to harness existing activists and develop new networks to maximise use of community resources to access and develop the services needed for the area. Ultimately the project is expected to develop a community led plan linking in with initiatives to increase self reliance and improve community cohesion.

27. We were one of six councils to have a thematic inspection focussing on the contribution of the Youth Offending Team to the work and outcomes of the Troubled Families (Families Matter) Programme. This inspection, led by HMI Probation was undertaken jointly with inspectors from the Care Quality Commission, OFSTED and HM Inspectorate of Constabulary. The purpose of this inspection was to examine the policy and practice of Youth Offending Teams and assess the effectiveness of their work towards achieving the objectives of the Troubled Families (Families Matter) Programme. The inspection looked at the impact on service provision and took into account how youth offending services and their partners, have evolved in response to this significant change in policy and practice. A multi disciplinary inspection team, 7 inspectors, met with relevant managers, practitioners and other stakeholders. The team also examined a sample of case files and undertook a small number of detailed case studies, to assess the contribution of all relevant agencies and staff to achieving the specific objectives of the local Families Matter Programme. No individual reports will be produced for each inspection visit and the overall report will be published in the summer on the learning points, good practice examples and conclusions from all six inspections.
28. We are working with Southampton Connect and John Denham, MP, to support local community groups in celebrating St George's Day through setting up a specific Community Chest Fund to award special one-off grants of £100 to support community events held on 23 April 2014. Our aim is to bring communities together to celebrate our National Day and get to know one another. This could be with a community lunch or activity day and we are particularly interested in events that will bring different groups of people together e.g. people of different ages or people from different backgrounds. The grants will be awarded on a 'first come, first served' basis and applicants are advised to submit their applications as soon as possible. The final deadline for applications is Wednesday 2 April 2014. We will use the same criteria and guidelines as our well tested Community Chest Grants scheme and the grant decisions will be made by officers.
29. Cabinet approved the application made for Bassett ward to be designated as a Neighbourhood Area and the designation of the Bassett Neighbourhood

Forum following the formal public consultation process.

ENCOURAGING NEW HOUSE BUILDING AND IMPROVING EXISTING HOMES

30. Cabinet approved capital programme expenditure on various housing projects which will contribute to the Council's strategic housing objectives through improving the facilities of our estates, the wellbeing and satisfaction of our residents in areas where they live. Schemes of work to be included:
- Storage/charging facilities at a number of supported housing residential blocks
 - Refurbishment to communal areas including improved lighting, flooring and ceilings to residential blocks across the city
 - Continuing the existing programme of works of the Supported Housing Asset Plan
 - Installation of energy saving measures to various blocks across the city where Energy Companies Obligation (ECO) works are planned (utilising grant funding) with additional measures such as PV panels, LED lighting, ground /air source transfer pump installations.
This included approval of virements of:
 - £200,000 in 2014/15 to provide a new budget for the 'Decent Neighbourhoods: Estate Improvement Programme'
 - £475,000 in 2014/15 for 'Communal Area works – Future Projects', within the HRA Capital Programme, to increase the budget for the 'Weston Court - Communal Area Works' scheme from £1.5M to £1.975M
 - £1,425,000, from the unapproved provision for Communal Area Works – Future Projects, within the HRA Capital Programme, to provide new budgets for specific schemes.

MAKING THE CITY MORE ATTRACTIVE AND SUSTAINABLE

31. We are introducing a new household glass collection service to make it easier for our residents to recycle glass bottles and jars. The changes to weekly rubbish and recycling collection days will allow us to provide a more efficient and cost effective service. The new service is free of charge and will help increase our recycling rate which is important as every additional 1% of recycling we collect saves us £50,000 each year.
32. Cabinet approved a recommendation to clarify the council's policy in relation to all aspects of waste management and includes an education and enforcement framework to support the Council in maintaining a clean city. This covers the new glass recycling service and all aspects of waste management including litter, fly tipping, graffiti and household waste and recycling. The need for this approach has been highlighted by the Waste and Recycling Service transformation programme funded by a government grant. The aim is to:
- enable the council to focus its limited education and enforcement

resources to areas of high priority that are likely to have the biggest impact on improving behaviour, environmental quality and recycling performance.

- provide balanced education and enforcement where justified
- enable the council to undertake prioritised activity in high risk areas to ensure public health and public amenity
- promote and encourage responsible waste management, to encourage recycling and re-use, to reduce the amount of waste going to landfill
- reduce the costs associated with waste collection and disposal.

DEVELOPING AN ENGAGED, SKILLED AND MOTIVATED WORKFORCE

33. Following consideration of how the council can build a strong HR foundation and deliver HR transformation projects, an HR supply and demand model has been agreed. To support delivery of this model, a set of HR projects have been identified and the scope, objectives and deliverables for the transformation projects are being finalised. Work is also progressing with the Local Government Pension Scheme (LGPS) changes as a legal and regulatory compliance project which potentially impacts all staff and has to be delivered by 1st April 2014.
34. The key HR Transformation projects are Resourcing and Establishment Control, HR Operating Mode, Learning and Development and Performance Management. The Transformation and Improvement Board has agreed additional resources to progress these projects. This work is a key to the delivery of the council's overall transformation programme and work is now underway to complete businesses cases for approval.
35. The Pay and Allowances is a priority project with an allocated project manager and team. This work is in hand and making good progress. Once the initial resourcing plan has been approved, the Pay and Allowances project will be on track to deliver the revised outputs by the due dates in the updated plan.

IMPLEMENTING BETTER WAYS OF WORKING TO MANAGE REDUCED BUDGETS AND INCREASED DEMAND

36. Now that the work on developing the 2014/15 budget has been completed, the Council's Management Team is working on a single transformation plan for the Council which will include key cross cutting projects that will help us to reduce cost and change the way in which the Council offers information and service. This is with the aim of moving to less expensive ways of providing services.

RESOURCE IMPLICATIONS

Capital/Revenue

37. N/A

Property/Other

38. N/A

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

39. As defined in the report appropriate to each decision.

Other Legal Implications:

40. None.

POLICY FRAMEWORK IMPLICATIONS

41. Council Plan 2013-16

KEY DECISION? No

WARDS/COMMUNITIES AFFECTED:	All
------------------------------------	-----

SUPPORTING DOCUMENTATION

Appendices

1.	None

Documents In Members' Rooms

1.	None

Equality Impact Assessment

Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out.	No
--	----

Other Background Documents

Equality Impact Assessment and Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)
------------------------------	--

1.		
2.		